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**UNDP strategic plan, 2008-2011**

# UNDP strategic plan, 2008-2011

## Addendum 1

## Development and institutional results frameworks*

## I. Introduction

1. The strategic plan results frameworks serve to strengthen results-based management in UNDP by: (a) providing a broad framework for communicating, planning, monitoring and reporting on UNDP's key contributions to development results at an aggregate, corporate level; and (b) outlining the key institutional results that UNDP will prioritize in order to enhance its effectiveness.

2. Since 1999, UNDP has been engaged in a process of integrating results-based management into its programmes and operations. Results-based management in the UNDP experience has comprised:

(a) *Planning* for results (including outcomes, outputs, indicators, targets);

(b) *Measuring* performance by analyzing results achieved and **assessing** the contribution being made by the programme to broader outcomes;

(c) *Learning* from experience to make adjustments to programmes and strategies and improve performance; and

(d) *Reporting* on achievements (including outputs produced and contributions to outcomes) for accountability purposes.

3. A particular challenge for UNDP with regard to results-based management is the multilateral, decentralized, cross-sectoral and demand-driven nature of its work. Activities are undertaken through UNDP country programmes and development projects that are

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*The detailed discussions with delegates required to provide the Executive Board with the most current information has delayed submission of the present report.

designed to support national development priorities. Programmes and development projects are developed and implemented at the country level in response to needs that vary greatly from country to country. At the same time, the results from the programmes and development projects need to be aligned to corporate results that specify the comparative advantages of UNDP and the scope of technical cooperation that it is best equipped to provide.

4. To address this challenge, UNDP has sought to create a robust results-based management system that: (a) first and foremost, supports the day-to-day programme management work of country and regional-level managers with tools for managing for results in support of national development priorities; (b) provides UNDP senior management and the Executive Board with performance data for accountability purposes, organizational learning, and decision-making; and (c) provides the substantive basis for communicating the results of UNDP programmes and projects to the general public.

**Key elements in the comprehensive UNDP results-based management system**

| Element | Planning | Monitoring and reporting |
|---|---|---|
| Strategic plan | Every 4 years | Annual |
| Country, regional and global programmes | Every 4 years | Annual |
| Annual unit-level work plans [1] | Annual | Bi-annual |
| Individual work plans[2] | Annual | Bi-annual |

5. UNDP country programmes and development projects constitute the heart of this system. At the country level, the United Nations Development Assistance Framework (UNDAF) outcomes provide the overall framework for United Nations-wide support to national development *goals*. Below the level of national development goals and UNDAF outcomes are agency specific UNDP country programme *outcomes*, which are the expected development changes for which UNDP is one contributor and shares accountability with government and other partners. These outcomes are nationally owned. The UNDP contribution to achieving outcomes is made though *outputs* produced by programmes and projects. UNDP country programmes are designed with governments and approved by the Executive Board.

6. At the country level, government counterparts participate directly in the oversight of UNDP activities at the project and programme levels, meeting regularly with UNDP project and programme staff to review results achieved, analyse the recommendations of evaluations, and take decisions on future actions.

7. At the corporate level, accountability and reporting is based on country-level results and is achieved through the alignment of unit-level work plans with the strategic plan development and institutional results frameworks. Individual units map their expected development

[1] These specify annual targets for development and management results for units including country offices.
[2] These are used in individual performance assessment and are aligned to unit-level work plans.

and management results to the corporate results outlined in these frameworks. The frameworks serve to sharpen the focus and facilitate corporate reporting on the UNDP contribution to development results by providing a menu from which units select the results that are most relevant to their particular context. A corporate results framework must cover a very broad range of UNDP support activities around the globe. That being so, while it employs the same results terminology found in UNDAFs and UNDP country programmes, the practical application of those terms differs from the approach taken at the individual country level.

## II. Development results framework

8. The purpose of the strategic plan development results framework is to facilitate monitoring and reporting on the UNDP contribution to development results. It complements the narrative description of the four UNDP focus areas in the 'UNDP operations' section of the UNDP strategic plan, 2008-2011 (DP/2007/43), by providing *goal* statements, expected *outcomes* and sample *outputs* for each of the focus areas.

9. *Goals*, in accordance with harmonized UNDG terminology, are "higher order objectives" for which UNDP serves as only one of many contributors. The Millennium Declaration and Millennium Development Goals comprise a framework for achieving human development that enjoys the political commitment of the international community. The goals outlined in the development results framework represent the core areas of operation of UNDP and are fundamental to its mandate and identity. As such, they continue from the multi-year funding framework, 2004-2007.

10. The *expected outcomes* provided in the development results framework represent the types of national outcomes that UNDP commonly supports within its four focus areas. Outcomes result from a variety of outputs, requiring the collective efforts of many partners. They are nationally owned and correspond to the broad range of expected development results in the programme countries that UNDP supports.

11. The menu of expected outcomes in the draft development results framework was constructed based upon a review of UNDP activities and the demand for UNDP support as shown in reports on the multi-year funding framework, 2004-2007; surveys of country-level demand for UNDP development and advisory services; and the analysis of UNDAFs and UNDP country programmes. The list is not intended to be exhaustive or prescriptive.

12. UNDP provides support to countries, upon the request of governments, to achieve these outcomes through its country, regional and global programmes. For the purposes of alignment and corporate reporting, country offices select those outcomes in the development results framework that most closely reflect the country-level outcomes agreed upon in UNDAFs and UNDP country programmes.

13. The *outputs* provided in the development results framework are examples of the products and services that result from the completion of *activities* that have been supported by UNDP at the request of governments, including policy analysis and advice; training and capacity development activities; and South-South exchanges of expertise. The outputs included in this framework represent the range of those most often generated by UNDP programmes and projects, within the framework of national ownership. Corporate reporting on the strategic plan, 2008-2011, will focus on these UNDP contributions and not on the performance of national partners.

14. The *indicators* used in the development results framework are quantitative or qualitative variables that allow for verification of the UNDP contribution to results. For each of the outcomes, UNDP will undertake corporate-level reporting based on at least three kinds of indicators: (a) A quantitative indicator, usually the number of countries that have requested UNDP support; (b) The extent to which the outcome is reflected in the design of country, regional and global projects; and (c) Independent validation of UNDP contributions, through country, regional and global evaluations; joint assessments with national partners; and partner surveys. By cross-referencing data with respect to the three indicators, UNDP will enhance the reliability of its corporate reporting on results.

15. The strengthening of the evaluation function is a key aspect of monitoring and reporting on programme performance and results at both country and corporate levels, particularly the scaling-up of reporting on end-of-cycle programme results and performance data and the increased coverage of Assessments of Development Results. The approach will benefit from the strengthening of internal UNDP capacities for results planning and monitoring and evaluation, with an emphasis on strengthening national systems. UNDP will also support the capacity of the regional bureaux to undertake oversight and analysis of development results.

16. The strategic plan represents a common strategic planning framework for UNDP, the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme for the period 2008-2011. The development results framework therefore includes a number of expected outcomes that are supported jointly by UNDP, UNCDF and UNV at the country level.

# III. Institutional results

17. The institutional results framework complements the chapters 'United Nations coordination' and 'managing for results' in the strategic plan 2008-2011.

18. The coordination results outlined in the framework represent the key products and services that UNDP will provide in support of its partners, country offices and United Nations country teams to achieve greater effectiveness, efficiency and coherence of the United Nations system, in response to the directions set out in the 2007 Triennial Comprehensive Policy Review.

19. The management results in the framework provide greater detail as to the corporate products and services UNDP will provide during the strategic plan period to improve institutional effectiveness and efficiency for the provision of development results. As outlined in the strategic plan, 2008-2011, those results are focused on improving accountability; introducing enterprise risk management; strengthening resource management; and integrating planning, budgeting, performance and human resource management. Since institutional results are entirely under the responsibility of UNDP, they are treated as outputs, and indicators and targets can be provided for each.

# IV. Corporate reporting

20. Annual reports to the Executive Board on the implementation of the strategic plan, 2008-2011, will include an assessment of performance with respect to: (a) the development results framework; (b) the institutional results framework; and (c) financial resources, including expenditures by strategic plan goal and outcome. Annual reports will provide benchmarks for each of the outcomes in the development results framework and will address the alignment of country, regional and global programmes and projects with the development results framework.

21. The mid-term review of the strategic plan, 2008-2011, to be submitted in June 2010, will provide the members of the Executive Board with verification of the reliability of performance data and with independent validation of results, in line with the third indicator in the development results framework ("proportion of independent evaluations and surveys that rate UNDP's contribution to poverty and MDG outcomes as positive"). The validation will be based on evidence provided by independent evaluations and surveys, to include project and outcome evaluations, Assessments of Development Results, strategic evaluations, regional and global evaluations, joint assessments, and partner surveys.

22. In line with decision 2006/9, UNDP will ensure that country and regional programme results and performance data consolidated over the programme duration are made available at the end of the country and regional programme cycles, respectively. The aggregated results, along with results from UNDP global programmes, will also be utilized in all corporate reporting on the strategic plan, 2008-2011.

# Annex 1. Development results framework

| Goal 1. Achieving the MDGs and reducing human poverty I 1: Achieving the MDGs and reducing human poverty | | |
|---|---|---|
| **Expected outcomes supported by UNDP upon request by programme countries** | **UNDP outputs/activities** | **Output indicators used in reporting on UNDP contribution** |
| 1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities<br>2. Enhanced national and local capacities to plan, monitor, report and evaluate the MDGs and related national development priorities, including within resource frameworks<br>3. Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented<br>4. Macroeconomic policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs<br>5. Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs<br>6. Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services<br>7. Enhanced national capacities to integrate into the global economic system and to compete internationally, consistent with the achievement of the MDGs and other internationally agreed development goals | 1. Policy and technical advisory services<br>Analysis of technical and implementation capacities<br>Gender mainstreaming<br>Facilitation of consultative processes<br>Programme design and management<br>Development of technical and implementation capacities, e.g.,<br>(a) Mentoring and leadership development<br>(b) Training and on-the-job learning<br>(c) Procurement<br>7. Access to financial services/capital grants to local governments[3]<br>8. Facilitation of UN-wide responses<br>9. Facilitation of aid coordination<br>10. Partnership building<br>11. South-South cooperation<br>12. Monitoring and evaluation<br>13. Knowledge management | 1. Number of programme countries requesting UNDP support for each of the poverty and MDG outcomes. For outcome 5, UNCDF will track the number of local governments that have prepared and implemented, with UNDP and UNCDF support, pro-poor local development plans. For outcome 6, UNCDF will also track the number of active clients that have sustainable access to financial services from UNDP or UNCDF-supported financial service providers.<br>2. Proportion of UNDP offices that have integrated those outcomes into project-level design<br>3. Proportion of independent evaluations and surveys that rate UNDP contribution to poverty and MDG outcomes as positive. This will include aggregated information derived from the end-of-cycle performance data of country and regional programmes. |

MDGs = Millennium Development Goals

[3] Supported or provided by UNCDF

| Expected outcomes supported by UNDP upon request by programme countries | UNDP outputs/activities | Output indicators used in reporting on UNDP contribution |
|---|---|---|
| 8. Strengthened national capacities to negotiate and manage development finance, including aid and debt, consistent with the achievement of the MDGs and other internationally agreed development goals<br>9. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes<br>10. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes<br>11. Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls<br>12. Strengthened national capacities for implementation of AIDS funds and programmes financed through multilateral funding initiatives, including the Global Fund to fight AIDS, Tuberculosis, and Malaria | 1. Policy and technical advisory services<br>2. Analysis of technical and implementation capacities<br>3. Gender mainstreaming<br>4. Facilitation of consultative processes<br>5. Programme design and management<br>6. Development of technical and implementation capacities e.g.<br>(a) Mentoring and leadership development<br>(b) Training and on-the-job learning<br>(c) Procurement<br>7. Facilitation of UN-wide responses<br>8. Facilitation of aid coordination<br>9. Partnership building<br>10. South-South cooperation<br>11. Monitoring and evaluation<br>12. Knowledge management | 1. Number of programme countries requesting UNDP support for each of the poverty and MDG outcomes.<br>2. Proportion of UNDP offices that have integrated these outcomes into project-level design<br>3. Proportion of independent evaluations and surveys that rate UNDP contribution to poverty and MDG outcomes as positive. This will include aggregated information derived from the end-of-cycle performance data of country and regional programmes. |

| Goal 2. Fostering democratic governance | | |
|---|---|---|
| **Expected outcomes supported by UNDP upon request by programme countries** | **UNDP outputs/activities** | **Output indicators used in reporting on UNDP contribution** |
| 1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies<br>2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration<br>3. Access to information policies support accountability and transparency<br>4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services<br>5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively<br>6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.<br>7. Strengthened capacities of national human rights institutions<br>8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions<br>9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives | 1. Policy and technical advisory services<br>2. Analysis of technical and implementation capacities<br>3. Gender mainstreaming<br>4. Facilitation of the process of reflecting nationally-adopted international commitments in national laws and policies.<br>5. Facilitation of consultative processes<br>6. Programme design and management<br>7. Development of technical and implementation capacities, e.g.,<br>(a) Mentoring and leadership development<br>(b) Training and on-the-job learning<br>(c) Procurement<br>8. Facilitation of UN-wide responses<br>9. Facilitation of aid coordination<br>10. Partnership building<br>11. South-South cooperation<br>12. Monitoring and evaluation<br>13. Knowledge management | 1. Number of programme countries requesting UNDP support for each of the democratic governance outcomes.<br>2. Proportion of UNDP offices that have integrated these outcomes into project-level design<br>3. Proportion of independent evaluations and surveys that rate UNDP contribution to democratic governance outcomes as positive. This will include aggregated information derived from the end-of-cycle performance data of country and regional programmes. |

| Goal 3: Supporting crisis prevention and recovery | | |
|---|---|---|
| **Expected outcomes supported by UNDP upon request by programme countries** | **UNDP outputs/activities** | **Output indicators used in reporting on UNDP contribution** |
| 1. Solutions generated for natural disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e., UN, other international organizations, bilateral partners) | 1. Policy and technical advisory services<br>2. Analysis of technical and implementation capacities<br>3. Gender mainstreaming<br>4. Facilitation of consultative processes<br>5. Programme design and management<br>6. Development of technical and implementation capacities, e.g.,<br>(a) Mentoring and leadership development<br>(b) Training and on-the-job learning<br>(c) Procurement<br>7. Access to financial services/capital grants to local governments[4]<br>8. Facilitation of UN-wide responses<br>9. Facilitation of aid coordination<br>10. Partnership building<br>11. South-South cooperation<br>12. Monitoring and evaluation<br>13. Knowledge management | 1. Number of programme countries requesting UNDP support for each of the crisis prevention and recovery outcomes.<br>2. Proportion of UNDP offices that have integrated these outcomes into project-level design<br>3. Proportion of independent evaluations and surveys that rate UNDP contribution to crisis prevention and recovery outcomes as positive. This will include aggregated information derived from the end-of-cycle performance |
| 2. *Disaster:* Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of the systemic shocks from natural hazards | | |
| 3. *Conflict:* Strengthened national capacities, with participation of women, to prevent, mitigate and cope with impact of violent conflict | | |
| 4. Early post-crisis resumption of local governance functions | | |
| 5. *Disaster:* Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities | | |
| 6. *Conflict:* Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict | | |
| 7. Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations | | |
| 8. *Conflict:* Post-crisis community security and cohesion restored | | |
| 9. Post-crisis socio-economic infrastructure restored, employment generated, economy revived; affected groups returned/reintegrated | | |

[4] Supported or provided by UNCDF

| Goal 4: Managing energy and the environment for sustainable development | | |
|---|---|---|
| **Expected outcomes supported by UNDP upon request by programme countries** | **UNDP outputs/activities** | **Output indicators used in reporting on UNDP contribution** |
| 1. Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems<br><br>2. Countries develop and use market mechanisms to support environmental management<br><br>3. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans<br><br>4. Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor | 1. Policy and technical advisory services<br>2. Analysis of technical and implementation capacities<br>3. Gender mainstreaming<br>4. Facilitation of the process of reflecting nationally-adopted international commitments in national laws and policies.<br>5. Facilitation of consultative processes<br>6. Programme design and management<br>7. Development of technical and implementation capacities e.g.<br>(a) Mentoring and leadership development<br>(b) Training and on-the-job learning<br>(c) Procurement<br>8. Facilitation of UN-wide responses<br>9. Facilitation of aid coordination<br>10. Partnership building<br>11. South-South cooperation<br>12. Monitoring and evaluation<br>13. Knowledge management | 1. Number of programme countries requesting UNDP support for each of the environment and sustainable development outcomes.<br>2. Proportion of UNDP offices that have integrated these outcomes into project-level design<br>3. Proportion of independent evaluations and surveys that rate the UNDP contribution to environment and sustainable development outcomes as positive. This will include aggregated information derived from the end-of-cycle performance data of country and regional programmes. |

| Cross-cutting development issue | | |
|---|---|---|
| **Expected outcomes supported by UNDP upon request by programme countries** | **UNDP outputs/activities** | **Output indicators used in reporting on UNDP contribution** |
| 1. UNDP programmes/projects integrate capacity development | 1. Policy and technical advisory services<br>2. Analysis of technical and implementation capacities<br>3. Gender mainstreaming<br>4. Facilitation of the process of reflecting nationally-adopted international commitments in national laws and policies.<br>5. Facilitation of consultative processes<br>6. Programme design and management<br>7. Development of technical and implementation capacities, e.g.,<br>(a) Mentoring and leadership development<br>(b) Training and on-the-job learning<br>(c) Procurement<br>8. Facilitation of UN-wide responses<br>9. Facilitation of aid coordination<br>10. Partnership building<br>11. South-South cooperation<br>12. Monitoring and evaluation<br>13. Knowledge management | 1. Percentage of new country and regional programmes that integrate capacity development to support national development planning<br>2. Percentage of partners that rate UNDP programmes/projects as effective in developing national capacity |
| 2. UNDP programmes/projects integrate gender equality and women's empowerment in line with the UNDP gender equality strategy, 2008-2011 | | 1. Percentage of new country and regional programmes that integrate gender equality and women's empowerment in line with UNDP gender equality strategy, 2008-2011<br>2. Percentage of partners that rate UNDP as effectively promoting gender equality and women's empowerment |
| 3. South-South approaches to development mainstreamed in national development plans and the work of United Nations organizations | | 1. Number of South-South initiatives supported by country and regional programmes<br>2. Number of South-South regional networks of new development partners<br>3. Number of regional/global South-South mechanisms for private sector development<br>4. Number of participating countries in global/regional mechanisms |
| 4. UNDP country programmes are clearly and explicitly linked with and in support of national development plans and priorities | | 1. Percentage of country programmes fully aligned with national development plans<br>2. Percentage of partners that rate UNDP as effective in ensuring national ownership in the selection and design of UNDP programmes |
| 5. UNDP meets aid effectiveness standards | | Percentage of partners that rate UNDP as effective in improving national aid management capacity |

# Annex 2. Institutional results framework

## 1. Coordination results

| Outputs | Output indicators | Targets |
|---|---|---|
| **Output 1. Improved effectiveness, efficiency, coherence and impact of the UN development system to ensure implementation of General Assembly resolution 62/208, and to assist countries in achieving their development goals** | Strengthened effectiveness, efficiency and coherence of UN operational activities through alignment with national development plans, with resident coordinators (RCs) playing a central role in this process | Mid-term report demonstrates UNDAF quality improvements, including greater alignment with national development plans and priorities, and greater use of the UN system's mandates and expertise to support national priorities. Increased number of RC reports provided to national governments on progress made against results agreed in the UNDAF |
| | Strengthened inter-agency coordination ensuring an integrated, coherent and coordinated approach to nationally-led crisis prevention and recovery assistance at the country level, taking into account the country-specific character of those challenges | Increase in the number of assessment and programming tools to support country level recovery processes |
| | UNCT capacity further developed to improve country level programming processes and results | Annual increase in joint programming |
| **Output 2. Strengthened ownership of the resident coordinator system by the UN development system** | Distinctive internal arrangements are in place to ensure clarity of UNDP role in decision-making and responsibility for implementing decisions on the function of the RC system | Independent assessments of the distinctive internal arrangements in place are positive and indicate that the RC system is more collegial, participatory and accountable |
| | Clear demarcation of roles, responsibilities and accountabilities of RCs and country directors (CDs) | To be completed by end-2008 |
| | CDs trained and put in place | 50 CDs to be in place by end-2009, with a commitment to continue strengthening the presence of CDs through 2011. |
| | Common appraisal system of RCs implemented and independent system to monitor the integrity of the common system in place. | To be completed by end-2008, with UN partners |
| | A global participants survey developed and introduced as one element of a process to institutionalize an objective assessment process for the management of the RC system | The survey will be implemented biennially starting in 2009. |
| | RC selection and appointment procedures revised and percentage of non-UNDP origin RCs increased, and gender and regional balance duly taken into account, while ensuring that RCs have development and humanitarian aid experience. | Procedures to be revised by end-2008, ratio of non-UNDP origin RCs increased to 40-50% by 2011. |

| Outputs | Output indicators | Targets |
|---|---|---|
| **Output 3. Resident coordinator knowledge management systems** | Integration of other United Nations organizations as full partners in RC knowledge-sharing systems | RC knowledge-sharing systems developed, in full partnership with other United Nations organizations |
| **Output 4. Strengthened resident coordinator capacities** | Routine and institutionalized security training to increase the understanding of the role of RCs as designated officials | To be done annually |
| | In consultation with UN partners, develop and roll-out newly designed resident coordinator induction and training courses | To be done by end of 2008 |
| **Output 5. Resources mobilized for United Nations country-level work** | Assistance provided to country teams to develop joint resource-mobilization strategies and plans | At least 20 countries develop joint resource-mobilization strategies and plans by end-2009 |
| | Training and support provided to additional country teams to prepare resource-mobilization strategies for joint programmes. | Training and support provided to additional 20 country teams to prepare resource-mobilization strategies for joint programmes |
| **Output 6. Enhanced reporting on resource implications** | Support provided to the SG's annual report to ECOSOC on the functioning of the RC system, including costs and benefits | SG's annual report contains accurate and up-to-date information on the functioning of the RC system |
| | Appropriate mechanisms established to ensure that the cost of the RC system does not reduce resources destined for development programmes in programme countries, and to ensure that cost savings as a result of joint efforts and coordination will accrue to development partners | Mechanisms established by the end of 2008 |
| **Output 7. Strengthened existing partnership arrangements with United Nations partners** | Memoranda of understanding and/or action plans agreed with other United Nations partners to ensure a practical division of labour and to create synergies. | Memoranda of understanding /action plans agreed with all key partners by 2011 |
| | Platforms established, including South-South platforms, for United Nations system-wide support to enable the private sector and civil society organizations to contribute to national priorities and programmes | Platforms requested by 50 countries by 2010 |
| **Output 8. More structured partnerships with the international financial institutions** | Enhanced cooperation, collaboration, and coordination, in full accordance with the recipient governments, with international financial institutions, and in particular the World Bank | By the end of 2008 |

## 2. Management results

| Outputs | Output indicators | Targets |
|---|---|---|
| **Output 1: Effective system and culture of accountability embedded in UNDP** | Implementation of system of formally documented functions, authority and accountability within UNDP and between UNDP management and the Executive Board | In place by the end of 2008 |
| | Percentage of staff reporting a good understanding of accountability and transparency issues | TBD |
| | Percentage of operating units that have completed their risk log for their unit risk analysis | 90% |
| **Output 2. Staff security ensured** | UNDP offices compliant with minimum operating security standards | 15% increase |
| | Percentage of country offices with completed or updated threat and risk assessments | 100% |
| **Output 3: Enabling environment for safe programme delivery ensured** | Percentage of new UNDP programmes and projects at corporate, regional and country levels into which security risk management is mainstreamed | 100% |
| | Average effective first response time to security emergencies | 48 hours by the end of 2008. |
| **Output 4. Financial management capacity strengthened** | Percentage of operating units with green rating in the financial data quality dashboard (FDQD) | Achievement of an overall green rating in the FDQD for all areas of financial management for all country offices and headquarters units |
| **Output 5. Audit recommendations managed systematically** | Percentage of reduction in frequency and number of high-risk audit observations, especially in areas of nationally executed management, compliance with internal controls and bank reconciliation | Reduction by 50% in number of high risk audit observations |
| | Audit opinion from the United Nations Board of Auditors for the 2006-2007 and 2008-2009 biennia | Unqualified audits for the two biennia |
| | Rate of audit recommendations to country offices and headquarters units implemented by target completion date | 100% implemented by target date |
| **Output 6. Programming arrangements framework and biennial support budget aligned and integrated with the strategic plan** | Gradual classification/attribution of all resources in line with: (a) support to United Nations system-wide coordination; (b) UNDP programmes and related costs; and (c) management functions | By 2009 |
| | Percentage of operating units implementing results-based budgeting | 90% by 2009 |
| | Percentage of corporate sponsors of results-based budget functions reporting semi-annually to UNDP management on progress toward management results | 100% by 2009 |

| Outputs | Output indicators | Targets |
|---|---|---|
| **Output 7. Effective management of talent by ensuring retention and career development** | Number of staff members with key corporate certifications | At least 1 staff member per country office/ unit for each certification line |
| | Percentage of learning plans implemented | 80% |
| | Leaders pool established with criteria for middle / senior management functions | Pool established for 50% |
| | Retention rates of national officers, leadership development (LEAD) and junior professional officer (JPO) programme staff | 75% (LEAD)<br>50% (JPO) |
| **Output 8. Achieve gender parity** | Gender ratio of staff at all levels | 50% male, 50% female |
| | Gender ratio of staff at senior management level | 55% male, 45% female |
| **Output 9. UNDP results-based management tools available and effectively support the implementation of programmes** | User satisfaction with enhanced results-based management system | 75% |
| **Output 10. Knowledge management frameworks, products and services support the policy, programming and project cycles** | Percentage of country offices reporting that communities of practice and knowledge networks are integral to their daily work | 70% |
| | Percentage of country offices reporting satisfaction with the quality and relevance of knowledge products and services provided | 70% |
| **Output 11. Capacity development is the overarching contribution of UNDP to development** | Percentage of relevant professional staff trained in capacity development concepts, strategies and applications | 20% |
| **Output 12. UNDP builds internal capacity to address gender dimensions in all its work.** | Percentage of country offices that have established a gender focal team, led by a senior manager. | 25% improvement per year |

## 3. South-South cooperation results

| Outputs | Output indicators | Targets |
|---|---|---|
| **Output 1. South-South approaches to development mainstreamed in national development plans and the work of United Nations organizations** | Number of United Nations and national focal points actively coordinating South-South cooperation to share experiences on MDGs | Increase number of focal points engaged in process from 35 (current) to 95 by 2011 |
| **Output 2. South-South and triangular partnerships contributing to inclusive growth and effectiveness reflected in national efforts to meet the MDGs and other internationally agreed goals.** | Establishment of a database that codifies best practices in SSC, which is updated on an annual basis | See below |
| | Mechanisms in place to facilitate cross-regional policy dialogue and exchange of development-related experience and knowledge. | At least one multi-stakeholder dialogue platform in place by 2008 |
| | | Wide Area Network system transformed into a global South-South gateway with a unified coding system and common database by 2009 |
| **Output 3. Enhanced United Nations effectiveness in South-South approaches to development** | New policy framework developed and widely shared in United Nations system | United Nations-wide policy framework produced by early 2008 |
| | *South Report* produced jointly with other United Nations organizations | First edition published in 2007 |
| | Effective servicing of High-level Committee on South-South Cooperation | At least one inter-organization meeting organized biennially. |